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18 July 1950

Assistant Director for Reports and Estimates

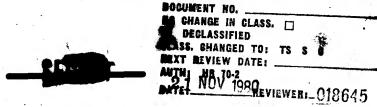
Management Officer

Management Staff Study of National Intelligence Survey Division, OPE

1. A Management Staff study of National Intelligence Survey Division of ORE during the week of 3 July 1950 generally found D/NIS to be a well-administered, efficient organization. The staff was well-oriented, specific assignments had been made to each staff member, and such assignments were being effectively executed. The staff members expressed enthusiasm for their jobs and harmonious relationships appeared to exist. The considerable amount of work processed by this Division during the past year likewise testifies to the efficiency of the organization.

2. Findings:

- a. The activity of D/NIS is limited to that phase of basic intelligence which is contained within the framework of intelligence objectives and outline of the National Intelligence Survey Program. No consideration has been given to the provision for and coordination of basic intelligence support outside the purview of the NIS Program, which may be required by CIA and other intelligence agencies of the Federal Government.
- b. Coordination responsibilities exercised by D/NIS have been exclusively related to coordination of the production of component parts of the NIS publications being produced in designated agencies of the Federal Government, including three organizational units of CIA. Little attention has been given to coordinating:
 - (1) ORE regional and functional division requirements by specific geographic area for basic intelligence.
 - (2) The support to be rendered to contributing agencies of the NIS Program by 00 and CGD.
 - (3) For budget purposes all phases of CIA production and support rendered the MIS Program.
- are vested in an NIS Committee composed of representatives of agencies represented on the IAC, with CIA chairmanship of such Committee. Policy determinations regarding the scope of NIS activity are referred by this Committee, through the Director of Central Intelligence, to the Intelligence Advisory Committee and the National Security Council, when applicable. Joint Chiefs of Staff recommendations are generally solicited and followed. Also, Joint Chiefs of Staff recommendations are the basis of the priorities established for production of NIS publications. Responsibilities have been



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assigned to specific agencies for Chapter coordination of production. General outlines for Chapters and Sections have been established by the NIS Committee. Responsibilities for definition of substantive content of Sections to be covered within the general outline framework for each geographic area have been delegated to the contributing agencies. Likewise, responsibilities for determination of accuracy of substantive content rest with the agencies assigned responsibility for Chapter coordination, although the NIS is generally considered as a CIA publication. Delegations as set forth above give little consideration to priority of production and reverage required for certain CIA intelligence activities and the interests of other agencies such as the National Security Resources Board.

- d. Problems encountered in the production of NIS materials by contributing agencies are well-expressed in the sermal report now being prepared by the Chief, National Intelligence Survey Division. Briefly these problems include:
 - (1) Poorly qualified personnel in contributing agencies.
 - (2) Imadequate staffs in contributing agencies.
 - (3) Division of staff time between NIS production and departmental projects, as governed by pressure of Agency workload.
 - (4) Inadequate Agency support of the MIS Program, particularly at the high-levels.
 - (5) Noncompliance with assigned deadlines.
 - (6) Insufficient exploitation of available data.
 - (7) Deficiencies in field collection capabilities.
- 6. Working effort within D/NIS is devoted to control of and reporting on progress of total production effort, to final review of finished Sections of MIS Chapters submitted by Chapter coordinators for publication, and to processing materials through the various publication phases resulting in final publication of the finished product.
 - (1) A considerable amount of time is devoted to maintenance of controls and preparation of statistical charts and graphs to report production progress.
 - (2) Review of Sections submitted by contributing agencies has been time-consuming and difficult, largely because of lack of uniformity in copy received and imade-cuate editing within the contributing agencies. These deficiencies can largely be attributed to "growing pains" and it is expected that copy received will improve as contributors learn about former mistakes and uniform standards



are adopted. As copy improves, so will the production of MIS editors. Presently, a small backlog exists. Also, the character of the editorial task will change from less review to more coordination and guidance of the product during its initial stages.

- (3) D/NIS has made excellent progress in codifying editorial instructions and establishing editorial policies and standards. A fairly comprehensive guide is now in the hands of contributing agencies. The reproduction processes used (ditto and missograph) detract from usefulness of the guide because of difficulties in reading and limitations on numbers of copies which can be supplied to the contributing agencies.
- (4) While each Section of the NIS is sent to appropriate ORE and OSI regional and functional divisions for review and comment, this action is not contributing too greatly to the quality of the finished product. This can be attributed to D/NIS policy of yielding to the contributor when viewpoints of ORE-OSI reviewing analyst and the contributor cannot be reconciled, to marginal interest and participation of ORE analysts in the NIS Program, and to no provision for expressing non-concurrence in the finished draft.
- (5) Presently, ORT-OSI regional and functional analysts have assumed little responsibility for initiation or control of requirements for collection resulting from gaps and unreconciled factors included in the NIS. This responsibility has resided with the contributing Agency. Likewise, little provision has been made within CIA to solicit cooperation of ORE and OSI reviewing analysts in directing pertinent data to be included in subsequent revisions of NIS Sections to the attention of D/NIS.
- (6) Publication Branch, while not responsible for original graphic and cartographic effort, has, by reason of serious deficiencies in the contributing atencies (except CIA), expended considerable graphic effort not envisioned in this Program. Fluctuations in personnel and lack of experience in the contributing agencies is being overcome by constant liaison to insure adequacy of materials initially.
- (7) Information Control presently maintains one complete set of published NIS materials in addition to the two sets maintained elsewhere within D/NIS. As the production of these materials increases, problems of safe-files and space will become acute.
- f. Dissemination of the NIS product has been effected under policies established by the NIS Inter-departmental Committee and administered by D/NIS. OCD has performed the physical tasks of distribution and maintenance under the direction and supervision of D/NIS. Presently, COAPS has recommended that NIS dissemination be effected under Agency policies established and administered by AD/OCD. Much discussion has been held with little understanding of the basic difference of opimion regarding this dissemination picture. (See Tab A, memorandum for Acting Executive from Chief, COAPS, titled "NIS Publications", dated 15 May 1950; and Tab B, memorandum to AD/ORE from Chief, D/NIS, titled "NIS Publications", dated 23 May 1950.)

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- The dissemination problem discussed in the preceding paragraph and other findings relating to the non-integration of the NIS activity into the CIA intelligence operation stem from one unanswered question, namely, "Is the NIS an intelligence product of CIA for which CIA must accept responsibility as to quality, coverage, accuracy, and dissemination?" Chief, D/NIS contends that the NIS is not a CIA product, but the product of the various contributors, with each contributor exercising full and final judgment as to the content, quality, and dissemination of its product. He further believes that CIA responsibilities are limited to the mechanical tasks of coordinating production activity and of effecting final publication. Yet, within the intelligence community, even by the officials of contributing agencies, the NIS is considered and referred to as a CIA product. While NSCID No. 3 states in paragraph la (4) "in such form as shall be determined by the Director of Central Intelligence and the agencies concerned," paragraph la (5) states "The Director of Central Intelligence shall be responsible for coordinating production and maintenance and for accomplishing the editing, publication, and dissemination of these National Intelligence Surveys (Underscoring added.)
- h. Organizational structures of the Office of the Chief and of the Editorial Branch appear adequate for present operations. It was noted that personnel assigned from the IAC at times served in other than assigned positions, but this appears to be the best utilization of their working effort. The workload of the three editorial sections wary so considerable that no effort can presently be made to adjust the strength between sections to reflect workload. The table of organization of Publication Branch as presently constituted is not being followed in performance of activities. Editorial functions are now being performed as a unit and not split into sections as indicated on the present T/O.

3. Recommendations: It is recommended that:

- a. The recommendations contained in memoranda to you titled "Management Study of Regional Divisions of ORE", dated 14 July 1950, and "Factors to be Reconciled Between the NIS Program and the Basic Economic Research Activity of Eastern Europe Division, ORE", dated 14 July 1950, concerning basic research be implemented. Such implementation would provide closer integration of ORE activity in the field of basic intelligence and definition of the support responsibilities of ORE for the NIS Program.
- b. Future budget presentations for the NIS Program activity within CIA include mention of the support responsibilities, not only of ORE, but also of OCD division and Foreign Documents Division of the Office of Operations.
- c. The problems set forth by Chief, D/NIS, in his annual report which relate to coordination of the production effort with the agencies represented on the IAC be referred to the Director of Central Intelligence, when necessary, and such other action as can be taken within ORE be effected to resolve the acknowledged problems.

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- d. Immediate consideration be given to revise MCID so. 3 to charify CIA jostice as to whether the MS is a product of CIA with the assistance of the intelligence aganties or whether CIS is in a secondary position to the MS interdepositionatel Countries.
- the working affect of the alitors of MIS continue to be directed the disconstinue to the III production to the drafting stages through providing testing and problems to the sorting accorder, these enabling the intend production of higher-quality drafts this weak require less editorial review. Also this type of coordination should substantially recipe the time-lag between out-off date and publication date of the III Sections.
- for the additional galdes be further developed and be granted in greater places of explore and to a more finished and usable form. (Note: Daring the source of the survey, it was suggested that paper offset max be send, rather than direc amsters or stencils, in preparation of final drafts)
- A provider be established which will provide for the issuance of cellection requirements by ORF reviewing similysts to provide data on contribution is not power by the contributing agencies. Also, that provision be made for indication describe discrepancies in published MIS Sections.

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 Libration, provision describe discrepancies in NIS maintenance files of Data at many calledged cuts received by ORF reviewing analysts, which data many require incomposition in revisions of NIS Sections.
- in the employment of machine record facilities in the maintenance of spread, and etaticisal records be employed.
- is Dissemination of the NIS be recognised as a CIA function and such elementation be effected in accordance with CIA dissemination policies, with due consideration being given to the desires of contributing agencies.
 - j. The Publication Branch T/O be realigned as follows:

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Production Section

Cartographer Assistant for Pro-

duction)

1 05-9

Illustrator

GS-7

Illustrator

3 GS-6

Publication Branch Total:

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Attachments: Tab A and Tab B

oc: Acting Executive Chief, COAPS Budget Officer

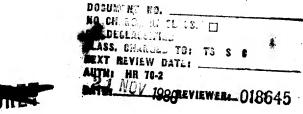
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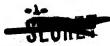
MANDOANNA File Assistant Director for Seports and Estimates

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Statists factors to be reconciled between MIS program and basic economic research activity of Instant Surepo Division, GRE

- l. A complete and reliable body of knowledge of basic statistics and data on Susaian and Crist economy presently in nonemistant. Policy planning bedies such as Johnt Chief's have continuous most for such information, broken down by industry and connectity.
- 2. The vectors settens generally publish this type of information in public documents such as alsoness and yearbooks. The date model for United States foreign activities in complied and emistained in agencies having the primary interest such as Connerce, Agriculture, Labor, and Interior. The primary was for those data is United States foreign trade and finance. Gif of States Separtment has primary responsibility for maintaining the data required for intelligence eyestations.
- 3. The situation concurring Ausela and Astallites is quite different in all respects. The data is not publically issued which requires employment of intelligence collection and production techniques to arrive at complete and reliable accurre. The primary mode for those data on the Seviet ares (1) unging a cold war; (2) encurtaining seviet capabilities and intentions regarding a "shooting" war.
- to Commune, Agriculture, Lakor, Defrace, and particularly alk of state Important, the accorde is specialized, incomplete because of lack of staff, and unreliable in these agencies denied access to classified information. To remedy this situation within CIA, an accessing Prench with approximately fifty positions was established in hastern Europe bivision.
- 5. However, by MRCIP 3, CIA is also charged with the responsibility for coordinating and reviewing Rational Intelligence curveys being produced outside of CIA, which would present basic intelligence on all eross of the world. Thus, basic accounts data on the Seviet is being compiled and published by another OFF component.
- 6. To date, we effort has been made to join the two efforts. It would appear that close coordination of tiese two activities would be mutually beneficial and deplication of effort could be deactically reduced. Emmyles of the cleavage between these activities are:





Araistant Birector for Espects and Betimates

Managarant Officer

Discussion of D/MEA reaction to the Elb Studies Covering this Stateman Area

- i. Heny hours of production enalysts' time have been allocated to the correction of basic research externals scheduled through NI's elements by Chapter contributors to b'NI, and referred by C'NI's to the regional divisions for communic. These craments include correction of errors and detection of inaccuracies, calestons, and fallacious elements contained in the basic drafts.
- 2. Sample the effort expended by the intelligence analysts within the responsible ONE eres to estreet contributors' drafts, it appears that D/SIS has eften disregarded the efforts of these regional analysts. In these cases, D/SIS has two stories and mode only one correct expens. The question arises as to do is correct, the contributor or the ONE regional analyst? This seeming diaregard of ONE regional engage part be attributable to the fact that case the basic research has been performed within the Agency having responsibility for the sections. D/SIS is unable to gain acceptance of errors and inscrurecies pointed out by ONE conjusts.
- 3. Commute of Odd area specialists to D/604 locates that metarials used for basic research by Chapter contributors are limited to those immediately at head and little or no effort is expended in exploiting source meterial available locally through other agencies or available through field notion.
- is these publications will reflect on the Chapter contributors and not on CIA. This attitude is not shared by the Management Ata?. On the centrary, it is our experience that many responsible Agency officials feel that this is a CIA publication. Credit or criticism of the publication will full on CIA and not no the Chapter contributors.
- 5. We have checked these completers with the Chief and editors in D/NIC. They indicated that they are sours of these difficulties and are taking stops to rectify existing situations. It appears that a further check should be sade with D/NEA analysis six months have to determine if corrective action has been taken by D/NIC.

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